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3 **POLICY STATEMENT 12**
4 **RECRUITMENT, RETENTION, PROMOTION, AND EVALUATION OF FACULTY**
5 **MEMBERS**

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7 **POLICY DIGEST**

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9 **Primary Monitoring Unit: Academic Affairs**
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13 **I. INTRODUCTION**

14 Members of the faculty and staff are expected to be familiar with the Bylaws and Regulations of
15 the Board of Supervisors, particularly the Preamble and Articles VI and VIII of the Bylaws, and
16 Chapters I through VII of the Regulations. Faculty should also be familiar with the contents of
17 [PM-23](#) and [PM-35](#). Copies of these documents are available in your division head's office or the
18 library. PM-23 is also found in the [Employee Handbook](#).

19 **II. RECRUITMENT**

20 Recruitment of faculty is one of the most serious obligations of the University. Careful
21 consideration must be given to the nature, role, and mission of the University, which is to
22 provide programs of instruction, research, and service of the highest order for the people of
23 Louisiana.

24 **The Position**

25 Duties and responsibilities of the specific position to be filled must be carefully considered, for
26 they determine the qualifications required of a prospective employee. Although all members of
27 the faculty are expected to be competent in instruction, scholarship, creative activities, and
28 community service, probably none will possess equal competence or demonstrate equal
29 productivity in all areas. The nature of the available position will determine the degree of
30 emphasis to be given to each of these areas in assessing the qualifications of a candidate for
31 employment.

32 **Educational Diversity**

33 Every effort should be made to recruit faculty members who have diverse educational
34 backgrounds. Appropriate precautions should be taken to avoid employing a large number of
35 faculty with terminal degrees from the same institution.

36 **Procedure**

37 Administrators of academic units should establish in reasonable detail the procedures and
38 criteria for selection, consistent with the following provisions:

39 A. Announcement of available positions should be made as widely as possible by personal
40 letter, advertisements in appropriate professional publications, announcement to
41 professional societies, and other means, including those mandated by the University's
42 Affirmative Action Plan. The purpose of this effort should be to bring the position to the
43 attention of as many potential applicants as possible.

44 B. Except when circumstances prohibit it, applicants will be screened by a selection
45 committee composed of a minimum of three faculty members in the same or a related
46 discipline, the appropriate division head, and the Vice Chancellor for Academic Affairs
47 and Provost. Faculty members will be appointed by the division head to serve on the
48 selection committee.

49 Criteria

50 Criteria contained in [PM-23](#) will be used in judging the suitability of an applicant for a position on
51 the faculty. Divisions should consider all aspects of the professional preparation of the applicant,
52 including

53 A. teaching or instructional effectiveness, as judged by qualified colleagues in prior
54 association and, where possible, by an evaluation of the applicant's performance during
55 an interview;

56 B. scholarly and creative capability, as evidenced by publications and the estimates of
57 qualified colleagues;

58 C. cooperativeness and dedication, as assessed by prior colleagues and other persons
59 qualified to make such judgments.

60 LSU Eunice provides equal opportunities for all employees and prospective employees
61 regardless of race, sex, color, national origin, religion, age, sexual orientation, disability, or
62 veteran's status. Vacancies are to be filled on a regular basis only when an appropriately
63 qualified applicant can be appointed and when stipulations of the University's Affirmative Action
64 Plan are fulfilled.

65 **III. RETENTION**

66 Except in unusual instances, initial appointments to the faculty are probational and should be so
67 described to the appointee. Probationary appointments are made for specific periods, and no
68 assumption of reappointment should be made until approval of reappointment is obtained from
69 the appropriate University offices. Instructors, associates, and part time members of the faculty
70 are appointed only on a year-to-year basis or for periods of appointment of less than one year.
71 Appointments at the rank of Assistant Professor may not exceed three years, but upon
72 reappointment after seven years of satisfactory service as Assistant Professor the employee
73 may receive indeterminate tenure. Initial appointments at the rank of Associate Professor or
74 Professor are ordinarily probationary and are made for a stipulated term, but upon
75 reappointment after five-years of service employees at these ranks will receive indeterminate
76 tenure.

77 Criteria for Retention

78 Reappointments of probationary employees for further specified probationary periods (non-

79 tenured appointments) will be decided on the same basis as initial appointments, except that
80 evaluations of the employee's professional suitability will be made.

81 Administrative Termination

82 Termination of employment of persons who hold probationary appointments may be made by
83 the University at the expiration of the appointment period. Such termination carries no
84 implication whatsoever as to the quality of an employee's work or conduct. Upon the request of
85 the faculty member, the University must provide a statement of causes to persons in
86 probationary appointments who are not reappointed.

87 Notice of Termination

88 In instances in which probationary employees are not being reappointed, written notice to the
89 employee will ordinarily be provided in accordance with the following schedule:

90 A. not later than March 1 of the first academic year of service if the appointment expires at
91 the end of the year; or, if a one-year appointment terminates during an academic year, at
92 least three months in advance of its termination;

93 B. not later than December 15 of the second academic year of service, if the appointment
94 expires at the end of that year; or, if an initial two-year appointment terminates during an
95 academic year at least six months in advance of its termination; or

96 C. at least twelve months before the expiration of an appointment after the completion of
97 two or more years of service in the institution.

98 **IV. PROMOTION**

99 LSU criteria for promotion are specified in [PM-23](#). Promotion from the rank of Instructor to
100 Assistant Professor and award of tenure at the rank of Assistant Professor will occur for those
101 faculty who meet the time requirements (see [PM-23](#)) and who both demonstrate and document
102 excellence in teaching. It is expected that all faculty will contribute to the mission of the
103 University through effective teaching, advising, public service, and competent participation in the
104 work of University and divisional committees. It should be noted that mere length of service in
105 one rank and competent performance of one's assigned duties do not in themselves constitute
106 cause for promotion to the next academic rank. Promotions are always based upon merit and
107 outstanding achievement. As stated in [PM-23](#), the terminal degree is the normal requirement for
108 promotion to senior ranks. However, members of the faculty without the terminal degree but
109 who have demonstrated excellence in teaching, research, or professional service are
110 encouraged to apply for promotion to senior ranks after a passage of an appropriate length of
111 time. Criteria for promotion between library ranks are described in [PM-23](#) and will be followed at
112 LSU Eunice.

113 Application of Criteria

114 Individuals seeking promotion must primarily demonstrate excellence in teaching, and they must
115 also document a research or professional service record pertinent to each professional rank as
116 follows:

117 A. Instructor to Assistant Professor

- 118 1. Normally possess a minimum of a Master's Degree in a relevant discipline.
- 119 2. Must demonstrate evidence of excellence primarily in the area of teaching.
120 Documentation may include
- 121 a. evaluations by individuals in the same or similar disciplines,
- 122 b. supervisor evaluations and recommendations,
- 123 c. student evaluations,
- 124 d. a record of off campus recognition as an excellent teacher, and
- 125 e. advising and mentoring of students.

126 While individuals seeking promotion must demonstrate excellence in teaching, they must
127 also document a research or professional service record which may include but is not
128 limited to:

- 129 1. Display involvement in other areas such as public service, research, scholarly and/or
130 creative activities.
- 131 2. Exhibit effective leadership qualities.
- 132 3. Normally served at least three (3) years' service in the rank of instructor at LSU
133 Eunice or other accredited institution.

134 B. Assistant Professor to Associate Professor

- 135 1. Normally possess the commonly accepted terminal degree in a relevant discipline.
- 136 2. Must demonstrate excellence in the area of teaching. Excellence in teaching can be
137 demonstrated in a manner similar to that reviewed above for the promotion from the
138 rank of Instructor to Assistant Professor, only progressively more extensive.

139 While individuals seeking promotion must demonstrate excellence in teaching, they must
140 also document a research or professional service record which may include but is not
141 limited to:

- 142 1. Display a history of research activities, research presentations and/or professionally
143 related presentations, especially at the university, state, regional, and national level.
- 144 2. Make professional contributions to the division and/or campus in such efforts as
145 course/program development, grants and/or academic administration.
- 146 3. Demonstrate competent work in one or more of the following: advising,
147 administration, division or university committee, and/or professional organizations.
- 148 4. Demonstrate effective community and campus service.
- 149 5. Display involvement in research activities and in professional activities with
150 colleagues and/or students.

- 151 6. Meet the minimum time requirements as per [LSU PM-23](#).
- 152 C. Associate Professor to Professor
- 153 1. Normally possess the commonly accepted terminal degree in a relevant discipline.
- 154 2. Must demonstrate excellence in the area of teaching. Excellence in teaching can be
155 demonstrated in a manner similar to that reviewed above for the promotion from the
156 rank of Instructor to Assistant Professor, only progressively more extensive.
- 157 While individuals seeking promotion must demonstrate excellence in teaching, they must
158 also document a research or professional service record which may include but is not
159 limited to:
- 160 1. Display a timely publication record of research activities, research presentations
161 and/or professionally related presentations, especially at the university, state,
162 regional, and national levels.
- 163 2. Exhibit a consistent record of productive scholarship and research or other creative
164 performance of high order in his/her profession during a substantial period of time.
- 165 3. Contribute to the division and/or campus in such efforts as program development,
166 grants and/or academic administration, and mentoring of faculty.
- 167 4. Demonstrate effective community service and sufficient contributions to the
168 development and progress of the university.
- 169 5. Display involvement in research activities and in professional activities with
170 colleagues and /or students.
- 171 6. Meet the minimum time requirements as per [PM-23](#).

172 Procedures for Promotion

173 The process for promotion for all ranks is as follows:

- 174 A. At the annual evaluation meeting of the academic unit head and faculty member
175 progress in professional growth and achievement is discussed and the faculty member is
176 apprised of progress in meeting promotional criteria.
- 177 B. The faculty member seeking promotion then initiates the review process through a
178 written petition to his or her academic unit head. A second meeting with the academic
179 unit head to discuss promotional criteria and the applicant's qualifications is scheduled.
180 This conference must be held prior to October 1 in the year in which promotion is
181 sought. (In the event that the academic head is seeking promotion, the words "Vice
182 Chancellor for Academic Affairs and Provost" should be substituted for "academic unit
183 head" in the preceding sentences.)
- 184 C. The standard promotion document (dossier) must be submitted to the academic unit
185 head (or the Vice Chancellor for Academic Affairs and Provost, as appropriate) by
186 November 15 of that year.

- 187 D. Each Faculty Council member of the academic unit holding a rank equal to or above that
188 for which the candidate is aspiring shall review the dossier prior to December 15. It is
189 expected that reviewing faculty will be familiar with the petitioner's teaching performance.
190 These individuals will then be convened by the academic unit head (or by a member of
191 the division faculty designated by the Vice Chancellor for Academic Affairs and Provost,
192 in the event that the applicant is the academic unit head) to vote on the promotion and,
193 collectively, to prepare a written evaluation of the candidate's qualifications. In divisions
194 without academic peers, an external faculty board to be appointed by the Vice
195 Chancellor for Academic Affairs and Provost (preferably from LSU or from another two-
196 year institution) will serve as an advisory panel, but not a voting entity.
- 197 E. Following the faculty vote on promotion, the division head will then prepare an
198 independent evaluation- recommendation together with the promotion committee's vote
199 and faculty recommendations and forward these findings to the Vice Chancellor for
200 Academic Affairs and Provost.
- 201 F. Prior to December 31, the academic unit head (or the faculty member designated by the
202 Vice Chancellor for Academic Affairs and Provost, in the event that the applicant is the
203 academic unit head) transfers the dossier, including the letter received from the faculty in
204 the division or the external faculty board as noted above, as well as his or her
205 independent evaluation and recommendation to the Vice Chancellor for Academic
206 Affairs and Provost for review and distribution to the campus-wide tenure/promotion
207 committee.
- 208 G. For peer review of candidates, a campus-wide tenure and promotion committee will
209 review the dossier and make recommendations to the Vice Chancellor for Academic
210 Affairs and Provost at a date to be communicated by the Vice Chancellor for Academic
211 Affairs and Provost at the beginning of the academic year. The committee will consist of
212 five senior, tenured faculty appointed by the Vice Chancellor for Academic Affairs and
213 Provost for a staggered time frame and one senior, tenured faculty elected by each
214 division and the Library on an annual basis each August.
- 215 H. Prior to February 1, the Vice Chancellor for Academic Affairs and Provost submits an
216 independent evaluation and recommendation, along with all documentation, to the
217 Chancellor.
- 218 I. Granting of tenure to an existing faculty member, and/or promotion in faculty rank, is
219 delegated to the Chancellor as per [PM 69](#).
- 220 J. Any candidate for tenure/promotion not recommended by the division head must be
221 verbally informed within ten business days from the date of this initial decision. The
222 division head will then supply written notification to the candidate within ten business
223 days after verbal notification. The division head's written notification will function as the
224 formal notification of his/her decision and will provide the unsuccessful candidate with
225 the definitive results of the promotion procedures. A copy of the final recommendations
226 will be forwarded to the Vice Chancellor for Academic Affairs and Provost.
- 227 K. Those candidates whose reappointments/promotions are recommended by the division
228 head should be notified of this decision within ten business days. Candidates should be
229 apprised of the review process still in progress before the recommendations are made
230 official.

231 L. An unsuccessful candidate for promotion has the right to receive a verbal explanation of
232 the reasons underlying the decision. The candidate has the right to appeal a negative
233 decision based on merit and/or procedural error. All appeals must be resolved prior to a
234 final decision made by the Chancellor.

235 The candidate will receive copies of forwarding memoranda demonstrating that each step in
236 the promotion process is being properly implemented.

237 Salary Increases

238 Although subject to budgetary constraints, faculty promotions normally involve salary increases
239 as follows:

240 Promotion to Assistant Professor \$1000

241 Promotion to Associate Professor \$2000

242 Promotion to Professor \$4000.

243 **V. TENURE**

244 The term of employment of probationary employees is as specified in the appointment form.

245 Those who rank as Instructor or Associate are on annual appointment or a lesser stipulated
246 period of appointment.

247 The initial term of employment of those who rank as Assistant Professor shall be for a stipulated
248 term of no longer than three years. A pre-tenure review will be made at the completion of the
249 third year at the Assistant Professor rank. The purpose of this pre-tenure review will be to assist
250 the candidate in meeting all criteria essential for the award of tenure. This pre-tenure review
251 shall be conducted by the division head with participation, evaluation and recommendation from
252 appropriate faculty. In a timely fashion, the candidate will receive written notification before
253 his/her next review of any specific deficiencies which need correction before tenure is achieved.
254 The formal tenure review will be made during the sixth year of service in order that notice of
255 termination may be given if necessary no later than the end of the sixth year of service. In
256 conjunction with this review, the faculty member must prepare and present a dossier which
257 documents excellence in teaching and productivity. If tenure is awarded after the review, it shall
258 be of indeterminate duration.

259 The tenure of those who rank as Professor or Associate Professor is normally of indeterminate
260 duration, except that the initial appointment and subsequent reappointments through not more
261 than five years of total service may be for stipulated terms. Persons promoted to the rank of
262 Professor or Associate Professor after less than five years of service may be continued on term
263 appointment through no more than the fifth year. Persons appointed to or promoted to the rank
264 of Professor or Associate Professor while being paid from a grant or contract may be given
265 limited tenure not exceeding the duration of the grant or contract. Professors and Associate
266 Professors on term appointment who wish to petition for indeterminate tenure must do so during
267 their penultimate year of service.

268 Indeterminate tenure is not a guarantee of lifetime employment, particularly in the face of
269 changing academic needs or adverse changes in the institution's financial situation. It does

270 assure that the employee will not be dismissed without adequate cause and without institutional
271 due process which substantiates that cause.

272 Sixth-Year Review

273 Heads of academic units review the status of Assistant Professors in their divisions who are in
274 their sixth year of total service to the University in the rank of Assistant Professor and are
275 untenured. The tenure review process, which follows the steps and dates in "Procedures for
276 Promotion," formally begins with the Assistant Professor's written petition for indeterminate
277 tenure. Assistant professors may be tenured; for consideration, they must follow the formal
278 tenure process.

279 To be considered for tenure, the faculty member must submit a dossier documenting excellence
280 primarily in teaching. The faculty member will also demonstrate continued involvement in areas
281 such as:

- 282 A. community service,
- 283 B. university service,
- 284 C. research, and
- 285 D. scholarly and/or creative activities.

286 Qualities such as leadership and mentoring should also be considered in the tenure process.
287 According to the bylaws of the LSU Board of Supervisors, the University may, at its discretion,
288 count prior service at lower rank on the same campus toward the seven-year evaluation period
289 for an Assistant Professor to achieve indeterminate tenure. The ultimate decision shall be left
290 with the President, to be applied in each individual case for which the respective campus
291 recommends granting indeterminate tenure counting prior service favorably. During the sixth
292 year of service in rank as an Assistant Professor, a tenure review will be conducted to evaluate
293 the individual's performance so that before the end of the sixth year of service the individual will
294 be informed of the University's position regarding his/her retention. Upon reappointment after
295 seven (7) years of service in rank, tenure is automatic and appointments are for an indefinite
296 period of time.

297 All of the procedures applying to promotion will apply to petitions for tenure.

298 Tenure Recommendations

299 During the first semester of each academic year, the Office of Academic Affairs will call for
300 recommendations for tenure for each faculty member with the rank of Assistant Professor or above
301 who does not already have tenure extending beyond the end of that year. Tenure
302 recommendations are initiated by the head of the academic unit, with the advice and counsel of
303 faculty members with indeterminate tenure in the same academic unit as the faculty member(s)
304 under consideration. The recommendations subsequently are considered by the Vice Chancellor
305 for Academic Affairs and Provost, and the Chancellor. The Chancellor has the authority to grant
306 tenure as per [PM 69](#).

307 Careful consideration should be given to the number and distribution of personnel by rank within
308 the department, division, or unit concerned, particularly in making recommendations for granting

309 tenure and/or promotion in rank.

310 At the beginning of each academic year, the Vice Chancellor for Academic Affairs and Provost will
311 distribute to faculty members a table showing the number of faculty, the number of faculty with
312 tenure, and the percent of faculty who are tenured in each division.

313 **VI. POST-TENURE REVIEW**

314 A. Tenured faculty who receive two consecutive annual evaluations that are predominantly
315 unsatisfactory (in the judgment of the faculty member's academic unit head), or three
316 such unsatisfactory annual evaluations in a five-year period, will be provided a more
317 extensive peer review as described below.

318 B. The Vice Chancellor for Academic Affairs and Provost will initiate the peer review by
319 calling for the appointment of an ad hoc review committee. The committee will consist of
320 three tenured faculty members whose academic duties are not primarily administrative
321 and who hold rank at or above that of the faculty member undergoing the peer review.

322 1. One member will be appointed by the Vice Chancellor for Academic Affairs and
323 Provost, one by the Chair of the Faculty Senate, and one by the campus-wide tenure
324 and promotion committee. The member appointed by the Chair of the Faculty Senate
325 will serve as chair of the committee.

326 2. If possible, all of the committee members shall be from the academic unit of the
327 person being reviewed. If, however, the number of tenured faculty at the appropriate
328 rank within the academic unit is insufficient, tenured faculty at the appropriate rank
329 from outside the academic unit shall be selected to participate in the review. All
330 appointments outside the academic unit of the person being reviewed require the
331 approval of the Vice Chancellor for Academic Affairs and Provost.

332 C. The peer review process will occur in the Fall semester following the Spring semester in
333 which the faculty member receives the unsatisfactory annual evaluation which triggers
334 the process. The work shall be completed by the end of the semester. The committee
335 shall strive to maintain the confidentiality of all proceedings. At the end of its process, the
336 committee shall submit a full report to the head of the academic unit of the faculty
337 member being reviewed. The review and report should address deficiencies noted in the
338 annual evaluations. The faculty member being reviewed shall receive copies of all
339 reports generated in the review process.

340 1. If the faculty evaluators do not concur with the assessment of the academic unit
341 head, the unit head may reconsider and revise his/her assessment, in which case
342 the review process is automatically terminated.

343 2. If the faculty evaluators do concur with the assessment of the academic unit head, or
344 if the unit head does not revise his/her assessment, then the unit head will refer the
345 matter to the Vice Chancellor for Academic Affairs and Provost with a
346 recommendation for further review and remediation.

347 D. If the Vice Chancellor for Academic Affairs and Provost concurs with the
348 recommendation for review and remediation, then, with the advice of the ad hoc review
349 committee, he/she will appoint a committee of peers (numbering three to five persons) to

350 assist the faculty member in developing a positive plan to improve those areas where
351 deficiencies were noted.

352 1. The plan should respect academic freedom and professional self-direction.
353 Resources adequate to support the performance improvement plan should be
354 provided by the campus administration.

355 2. The appointment of this committee shall occur in the Spring semester immediately
356 following the completion of the work of the ad hoc review committee. The committee
357 shall provide annual progress reports to the head of the academic unit, with copies to
358 the member being reviewed.

359 E. After two years of assistance by this committee, the faculty member will be reviewed by
360 the head of the academic unit in which the member is domiciled, and by the tenured
361 faculty in the unit who are at or above the faculty member's rank. If this review is also
362 negative, the Vice Chancellor for Academic Affairs and Provost will recommend that the
363 Chancellor institute proceedings for removal for cause (including proper due process). If
364 the review is favorable, the evaluation cycle will begin anew.

365 Termination of Tenured Employees

366 Tenure may be terminated by retirement, acceptance of resignation, or discharge for cause.

367 If termination is for cause, tenured faculty are entitled to due notice and a hearing prior to any
368 termination decision by the administration.

369 Every member of the faculty will at all times be held responsible for competent and effective
370 performance of duties. No principles of tenure will be permitted to protect anyone from dismissal
371 after full and careful investigation and due notice of a decision that the employee has not met,
372 and does not give promise of meeting, the responsibilities of the position.

373 **VII. FACULTY EVALUATION**

374 Faculty are evaluated annually as a means of improving instructional effectiveness and
375 enhancing professional development. The faculty evaluation form requires evaluation in the
376 following areas:

377 A. Training

378 B. Experience

379 C. Performance as a teacher

380 D. Contribution to total university program

381 E. Publications

382 F. Professional growth

383 G. Plans for continuing professional growth

384 H. Research

385 I. Overall effectiveness

386 Evaluations of faculty are conducted by academic unit heads in accordance with the following
387 calendar:

388 A. Faculty with less than two years of service - following midterm of the first semester of
389 employment and again during the first month of the subsequent semester of
390 employment.

391 B. Faculty in their second year of service – February

392 C. Faculty in their third or subsequent year of service – May

393 Annual evaluations are conducted on a standard LSU Eunice evaluation form. Additional faculty
394 evaluations utilizing an LSU form are required for purposes of promotion and indeterminate
395 tenure. These latter evaluations are conducted at the conclusion of the fall semester.

396 Evaluation procedures and criteria for the purposes of tenure and promotion are specified in this
397 policy statement and in [PM-23](#).

398 It is the responsibility of faculty to periodically update their personnel files to reflect recent
399 professional activities and accomplishments. Special attention should be given to the following
400 areas:

401 A. Documentation of teaching excellence

402 B. Graduate work/degrees completed

403 C. Research and scholarly achievements

404 D. Community service

405 E. Participation in professional organizations, meetings, etc.

406 Materials faculty wish considered in the evaluation process should be submitted to the
407 appropriate academic unit head prior to the annual evaluation.